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ABSTRACT

The question which this paper poses for resolution is: What are the relationships (if any) existing between job satisfaction, on the one hand, and occupation, on the other? The answer to this query is significant for two reasons: (1) the existence of relationships raises fundamental issues for consideration and (2) if no relationships exist; it is futile to continue down this road of inquiry. The techniques used in the study to assess employee satisfactions in a large, modern university library consisted of a series of formal and informal presentations followed by a Job Descriptive Index (JDI) questionnaire. The employees were requested to answer the JDI on a confidential basis. The occupational categories (professional library assistant, professional, administrator, clerical) constitute the stratification principle upon which the data were structured. It was found that, overall, the professional library assistant enjoys her work most. Next, in overall satisfaction, is the professional librarian. The clerical employee enjoys her work least. Possible reasons for these findings are discussed. (Related studies are: LI003816 through 003818 and LI003820 and 003821.) (Author/NH)

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THE EFFECT OF OCCUPATION UPON JOB SATISFACTIONS IN ON-GOING ORGANIZATIONS

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THE EFFECT OF OCCUPATION UPON JOB SATISFACTIONS IN ON-GOING ORGANIZATIONS*

Introduction

The question which this paper poses for resolution is a simple one: What are the relationships (if any) existing between job satisfactions, on the one hand, and occupation, on the other? The answer to this apparently simple query is significant for two reasons: 1) The existence of relationships raises fundamental issues for consideration. What causes the relationships? Can prediction of the relative magnitudes involved be consistently made? 2) The nonexistence of relationships is equally important. If no relationships exist then the attention of the investigators should be focused on areas of job satisfaction which are more promising, in terms of yielding information which can benefit management. If the hypothetical relationships are, in fact, barren, it is futile to continue down this road of inquiry.

The Study

In the late fall semester of 1971 the investigators requested permission to conduct a job satisfaction survey in a large, modern university library (N-107 full-time employees) located in the Southwest. The Director of the library agreed to sponsor the contemplated study provided the results would be presented in terms of statistical group averages, i.e., all information collected during the course of the study would be strictly confidential.

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*This is the fourth of a series of articles reporting results of the North Texas State University Research Studies in Job Satisfaction. This research is financed by a North Texas State University Faculty Research Grant made to Dr. J. D. Dunn.

The issue of anonymity proved to be the stickiest point of all. The director of the library was concerned from the viewpoint of safeguarding the confidentiality of inhouse information which he considered to be of a proprietary nature; the librarian employees were concerned from the viewpoint of possible reprisal action which they feared might result from management's seeing the results of the attitude survey.

The investigators resolved this touchy problem by holding a series of meetings with both management and employees. A formal presentation was given to the Executive Committee of the library. During this approximately four-hour long discussion the investigators explained the purposes and objectives of the contemplated attitudes research in the library. It was explained that only the Research Director would see the data; that the data would be coded to ensure anonymity for all participants. Also, the statistical procedures and methods to be used to process the data were explained at this initial meeting with the Executive Committee. Many valuable comments and suggestions for the study were contributed by members of the Executive Committee (N=7). This meeting did much to clarify many problems which previously had remained latent.

Following this initial meeting with the Executive Committee, it was decided to call a special meeting of the Executive Board of the library. This board (N=9) was composed of representatives from among the professional staff members of the library. The Research Director met with this group of employees for approximately one hour during which the major issues were explored. Again, the issue of anonymity of employee participants was raised. Also, the parallel issue of confidentiality of data was presented at the meeting. It was repeatedly emphasized that both the principles

of anonymity and confidentiality would be fully and completely respected before, during, and after the research study.

Following the presentations to the Executive Committee and the Executive Board of the library arrangements were made to meet with all the employees of the library. Again, the purpose of this meeting was to elicit as large a participation response rate as possible from among the employee membership of the library. It was also hoped that the answers elicited by means of the satisfactions survey instrument would be more meaningful and significant, in terms of candor and truthfulness of response.

The meeting with the full staff of the library was surprisingly successful in terms of employee turnout. Approximately 90% of the full-time employees attended the meeting which was called by the Library Director on a strictly voluntary basis. During this meeting the issues of anonymity of participants and confidentiality of data were raised and dealt with. In addition the Library Director personally assured the employees that the purposes and objectives of the study were strictly research-oriented and that the management of the library was interested in the results of the survey, but only from the viewpoint of improving overall conditions of work in the library.

It is the feeling of the investigators that the series of meetings held with all levels of management, plus the group meeting with the employees accomplished much in the way of clarifying overall goals and objectives of the attitudes survey. It is especially important, for the success of this type of research, to anticipate and meet fully and completely, the objections raised by managerial and nonmanagerial personnel on the grounds of anonymity and confidentiality. These constitute the stickiest problems which investigators in this area of management analysis will grapple with.

The Method

The techniques used in the study to assess employee satisfactions in the library investigated was straightforward and uncomplicated. After completing the series of formal and informal presentations (described in the preceding section) the employees received a Job Descriptive Index (JDI) questionnaire. This questionnaire will be described in the next section.

The employees of the library were requested to answer the JDI on a confidential basis; to not place their names on the test instrument; to send the questionnaire directly back to the Research Director in a special intra-campus mail envelope (self-addressed). The JDI was mailed directly to the employees together with a cover-letter from the Library Director explaining the purposes of the attitudes survey. Thus, it was emphasized by these test administration methods that only the Research Director would see and review the coded answers to the employee questionnaires. The investigators feel the favorable response ratio (90%) achieved in the mail survey can be attributed to the method utilized and described herein.

The Instrument Used

The Job Descriptive Index (JDI) is a small five-page booklet approximately 3 3/4 inches by 8½ inches. The instructions for each scale ask the employee to put "Y" beside an item if the item describes the particular aspect of his job (work, pay, promotion, supervision, or people), "N" if the item did not describe that aspect, or "?" if he could not decide. What is significant about Figure 1 is the fact that the response shown beside each item is

Figure 1
Items in the 5-Page Job Descriptive Index (JDI)

the one scored in the "satisfied" direction for each scale. Thus Figure 1

is in reality a capsule "vade mecum" for the conscientious manager who is in doubt regarding which direction (positive or negative) his actions and the managerial conditions of the job should properly be scored.

One assumption that is often made in conducting job satisfaction surveys is that on the average (interpreted as statistical group-data) employees are more satisfied with certain areas and much less so with others. This (implicit) assumption is based upon the multidimensional nature of job satisfaction. The obverse assumption can be examined at the same time however, using exactly the same statistical methods and techniques. It is not beyond the realm of possibility that in certain organizations the pattern of job satisfactions could reflect identical magnitudes in each of the five JDI work areas, though (assuming all the conditions were somehow miraculously met for this occurrence) the reasons for this happening would have to be divined from an investigation into those demographic variables exhibiting the strongest relevance by virtue of their statistical coefficients. There are powerful techniques at our disposal for zeroing in on such causal variables. One immediate method is stepwise multiple linear regression. Population hyperplanes can be passed through the hyperspatial regions defining the area of interest. Superfluous variables drop out by pre-set algorithms embedded in the computer program. Relevant variables, i.e., those variables which demonstrate collinearity are retained by the computer program. Collinearity is used here in a restricted sense. If the addition of the nth variable results in incremental definition (identification) of the criterion variable, as evidenced, e.g., by an increase in the magnitude of multiple R-Squared, the establishment of collinearity is clearly demonstrated. On the other hand, if the addition of the nth variable to the prediction equation results in very little

(miniscule) or no increment in explanation (definition) of the criterion variable, multicollinearity has been pretty conclusively established. Either way it is essential to know the nature of the variables that are being added to the prediction equation. If problems of multicollinearity are existent in the situation steps will have to be taken to provide alternate means of defining the criterion. These methods lie outside the scope of the present paper.

What is of relevance here is the assumption that differential areas of job satisfaction will show up when employees are scored (actually the employees self-score themselves by the simple expedient of filling out the Job Descriptive Index (JDI)). There are several means by which these differential attitudes can be demonstrated in the data. One obvious method is to plot density functions (frequency distributions) of each of the five areas of work satisfaction. In another article the investigators utilize this method. It is perhaps the easiest way to demonstrate the principle of differentiality in job satisfactions. However the density function method is rather cumbersome in that the calculations are sometimes rather lengthy and invariably require access to computer programs if the number of observations in the sample data are anywhere near large. There is another, simpler way to bring out the essential differentiability of the data.

In Figure 2A the sample data (N=67) is structured to emphasize the

Figure 2A
Comparative Analysis of Job Satisfaction in Six JDI (Component) Categories of Library A, Using Occupational Status As the Stratification Principle

differences which exist in the sample population. Since the effect of occupation in the library (here designated Library A, to preserve anonymity)

upon job satisfactions is the chief focus of concern it is entirely proper to ask the question: Will the effect of occupation in Library A be reflected in differential frequency rates of satisfaction for the different job dimensions covered in the JDI, viz., work, pay, promotion, supervision, and coworkers? Figure 2A can supply the answer to this question.

First, a word or two about the technical assumptions underlying Figure 2A. The dimension along the horizontal axis (Percent Satisfied) was obtained by computing the mean (the simple arithmetical average) of each JDI category of work satisfaction; simple enumerative statistics were then applied, by means of a canned computer subprogram, to determine the proportion of employees scoring above the mean for the specific job satisfaction area under consideration. By repeating this procedure for each of the JDI work categories it was possible to construct the statistical bar graph delineated in Figure 2A. It is quite evident, in this figure, that differential effects do occur in the data. These effects are directly based upon occupational categories which exist in Library A.

One other feature of Figure 2A is of interest. The occupational categories (professional library assistant, professional, administrator, clerical) which are shown in Figure 2A and which constitute the stratification principle upon which the data were structured are arranged in descending order. Thus, overall, the professional library assistant in Library A enjoys her work the most. Next, in total (overall) satisfaction, is the professional librarian. The clerical employee enjoys her work the least. These relative (global) satisfaction rankings were established by the simple expedient of integrating the areas under the density functions defining job satisfaction levels for the four occupational categories of Library A.

Comparative analysis of Figure 2A reveals some very interesting conclusions about the influence of occupational status upon job satisfactions. The professional library assistant, as mentioned previously, is the most contented employee in Library A. One tentative hypothesis explaining this state of affairs is that the professional library assistant (PLA) enjoys a rank which lies somewhat above the clerical and a rank below the professional and administrator ranks, yet with none of the crushing responsibilities and duties of the latter two occupational categories. This is a tentative hypothesis only. The answer may lie in other areas which this study did not cover fully, due to time limitations.

One thing appears certain. The PLA enjoys a decided lead in the areas of pay and promotion. The attitudes of the PLA are quite definitive in these areas of the job. This is a surprising finding, in light of the fact that correlative studies pralleling this one have shown that pay and promotion constitute, in general, areas of the job in which employee satisfactions are relatively lowest, in comparison with the other areas of the JDI. A large proportion (70%) of the PLA's are satisfied with their work. A lesser proportion are satisfied with supervision and people, yet all these percentages average out to figures well in excess of 50% (the neutral point, in terms of characterizing employees as being satisfied vel non).

The ambivalency in feelings reported by the PLA's is of a decidedly favorable variety. If the assumption is made that employees will report differential feelings about discriminable aspects of their jobs, the issue becomes one of establishing the statistical limits of such variations.

The percentages of PLA's scoring above the respective occupational composite means of the JDI work categories is high enough, in all categories, to warrant the conclusion that there are apparently demographic or situa-

tional factors at work in Library A tending to influence the job satisfaction patterns to assume the shape they, in fact, do assume in Figure 2A. Correlation studies which were made during the investigation in Library A show several significant correlations partially explaining the configuration of data. Major positive correlations of PLA status occurred in conjunction with student status, student hours enrolled, library science status, speech major status, (Hindu) Indian status, turnover, and satisfied group (defined as proportion of employees scoring above estimated universe mean of the JDI (total) score. The only negative correlation for PLA status occurred in conjunction with clerical status.

The finding of a negative relationship as evidenced by the negative statistical coefficient linking PLA status and clerical status is an important clue in the search for rational explanation of the PLA position in the scheme of things in Library A. For, implied in this negative correlation coefficient, is the idea that a certain degree of polarization has occurred between the two occupations of PLA and clerical. This is certainly an interesting discovery since such crystallization of data involving discrete (dichotomous) variables is a clear statistical indication that there exist within the sample population causal forces which are at work to produce this particular arrangement of the data. Put in more blunt terms, if an employee is a clerical, he is not likely to be a PLA. This results purely from the reality of enumerative statistics which is concerned primarily with the relative frequencies occurring in specified categories of interest in the research target area.

What has happened in Library A is not unusual. It happens in military, civil, business, industrial, nonprofit, and academic organizations with surprising regularity. A social caste system has been established in the

library. This social organization does not ordinarily follow the same rules of development which govern the formal organization chart. Informal rules of interpretation must be utilized to impose order and system (regularity) upon this pattern of forces. Statistical analysis of the basic social roles (occupational categories) can often confirm intuitive interpretations of what is actually occurring in Library A. For it appears that the clericals constitute the lowest social category in Library A. This conclusion is reinforced by re-examination of statistical coefficients (correlation coefficients) which were generated by computer analysis of the data. This conclusion will become more apparent as the discussion develops.

A psychic profile or psychogram of the PLA is implicit in Figure 2A. This psychograph informs us of the relative states-of-mind of the PLA. We can ignore the absolute percentage figures in Figure 2A to concentrate, for the moment, upon the strictly comparative nature of the PLA's feelings about his job. For purposes of such comparative analysis a simple heuristic assumption is convenient and useful in interpreting the data. Assume (for purposes of comparative analysis of the psychographic data solely) that a polar continuum exists which measures the complete spectrum of attitudes possible among all the occupational categories of Library A. Further, that these polar continuua exist for each of the five JDI areas of the job situation. Under this assumption the relative lengths of the horizontal bars (asterisks) in Figure 2A can be interpreted as a visual gauge of the levels of psychic energy associated with each of the JDI categories of energy. If we ask the question, "what in the context of the JDI job factors, turns the PLA on," the answer is implicit in the psychogram illustrated in Figure 2A.

It is clear that "what turns the PLA on" about his job is pay and promotional opportunities. The elements of supervision and people leave the PLA relatively "cold." The PLA is relatively neutral about the work (itself) involved in the daily operational details of his job. He can "take it or leave it." Turnover statistics show that, indeed, the PLA often does decide to "leave it." Turnover among PLA's reaches levels of statistical significance, as shown by parallel analysis of data during the course of the study. The point is, that for purposes of exposing the mind of the PLA it is perfectly legitimate to consider the bar charts comprising Figure 2A as arrayed along a unidimensional (polar continuum) axis. The conclusions reached under this statistical "logic" can be verified however under different methods and approaches.

The mind of the professional employee differs somewhat from the mind of the PLA. What "turns on" the PLA sometimes "turns off" the professional. For example, supervision "turns on" the professional employee (Figure 2A). Supervision "turned off" the PLA. This interesting inversion of logic could very well constitute the reason behind the high turnover rate experienced by the PLA class of employees. If he (the PLA) thinks lowly of supervision, this attitude could possibly be reflected in decisions adverse to him in other areas of the job situation. The professional librarian, on the other hand, is apparently able to get along, or at least reach a viable accommodation with, her supervision. More research needs to be done in this area to clarify the causal and contingent factors at work producing this result.

The mind of the administrator reveals a predictable pattern of attitudes. See Figure 2A. The administrator is "turned on" by his pay. It is true that administrators in Library A enjoy levels of pay which are somewhat

higher than the levels experienced by other occupational categories of employees. The administrator is likewise "turned on" by his work. This gauge of work satisfaction (83.34%) is the highest for any of the four occupational categories and thus is significant in showing the extreme delight of the administrator with the type and overall variety of the work he is engaged in. The administrator can "take or leave" people (coworkers). The figure (50.01%) for this job satisfaction of the administrator hovers right at the neutral point. What "turns off" the administrator is promotion and supervision, as evidenced by the extremely low job satisfaction figures (16.67%) in Figure 2A. It is noteworthy that these figures are the lowest registered on any of the gauges implicit in Figure 2A. Obviously the administrator feels that he is "dead-ended" in his job. This probably, at the same time, accounts for his dissatisfaction with supervision, whom he perhaps blames for this distasteful state of affairs.

The clerical employee (Figure 2A) is the most volatile individual of all. Her feelings reflect a mercurial range of attitudes that run the spectrum from high to low, neglecting very few points in-between. Comparatively speaking the clerical is turned on by her coworkers. She also likes her supervision. Work can be"taken or left alone." She is definitely "turned off" by pay and promotion. In addition the global feelings of the clerical about her job are at low ebb. Among all the occupational categories she ranks the lowest for this gauge of job satisfaction (34.93%). The plight of the clerical is evident, from comparative analysis of the figures. However it is possible that job satisfactions in certain areas for the clerical employee in Library A could be improved. Managerial policies and practices need to be re-examined in the job areas of work, pay, and promotion. If the morale of the clerical employees cannot, by

some means, be improved then the existence of this fact should at least be recognized as an existential reality which could conceivably detract from organizational effectiveness. Note here that the concept of organizational effectiveness is defined in terms which emphasize the value and significance of job satisfaction as a managerial concept. For job satisfaction is an area of concern which is important in its own right. Though it is sometimes difficult to measure, this problem constitutes no reason to suppose that it does not seriously affect the attitudes and behaviors of employees. It is essential to continuously monitor job satisfactions in on-going organizations. To monitor the mental health of any organization, there must be an awareness on the part of management of the nature and constitutive configuration of these job satisfactions experienced by employees.

Be restructuring the data in yet another way it is possible to analyze the results of the survey from another point of view. Figure 2B shows the

Figure 2B
Comparative Analysis of Job Satisfaction in Four Occupational Categories of Library A, Using JDI (Components) As Stratification Principle

job satisfactions experienced by the employees in Library A categorized according to the five-fold schema developed by Professor Patricia Cain Smith and her associates in the ten-year long series of Cornell studies of satisfactions (commencing in 1959 and culminating in the publication of her book*).

This classificatory scheme shows which occupational categories in Library A experience which type of job satisfaction. Unfortunately the data in Figure 2B are silent on the reasons why the horizontal bar graphs

*See Patricia Cain Smith, Lorne M. Kendall, Charles L. Hulin, The Measurement of Satisfaction in Work and Retirement: A Strategy for the Study of Attitudes, Chicago: Rand McNally & Company, 1969.

assume the shapes they do. Comments and suggestions will now be supplied in an effort to close this "information gap."

Administrators are in the majority when it comes to satisfaction with pay (Figure 2B). A larger proportion of this occupational category score above the composite mean on this area of job satisfaction than any other occupational group in Library A. We have previously alluded to the fact that, by and large, administrators in Library A are well-paid and hence the conditions essential for the development of job dissatisfaction in this area of work are completely absent in the case of the administrators.

The professional library assistants (Figure 2B) run the administrators a close second on satisfaction with pay. This suggests the thesis, that the administrators and PLA's are drawn from the same or identical universe insofar as this category of job satisfaction is concerned.

The professional librarians (Figure 2B) trail the administrators and PLA's in satisfaction with pay. The clericals lag all other occupational categories. This low ranking appears to be a characteristic feature for the clericals--except for the one area of coworkers, to be discussed later on.

The work category of job satisfaction (Figure 2B) shows the administrators in the front-running position, trailed by PLA's, professionals, and clericals. The difference between the PLA's and the professionals however does not appear to be statistically significant. Once again we see the clericals at the bottom of the ladder,in terms of job satisfaction experienced. There seems to be little question that the clericals constitute, by far, the low-scoring group of employees on the majority of the JDI job satisfaction scales. Much more research needs to be accomplished in order to answer basic questions which this finding poses for solution.

People satisfaction (Figure 2B) is experienced in greater proportion by clerical employees (61.65%). PLA's also constitute a majority group

in this category. Administrators constitute a neutral occupational category; they can either "take coworkers or leave them along." Professional librarians, surprisingly enough, constitute a minority group of employees with respect to satisfaction with coworkers. This is due perhaps to their rigid insistence upon maintenance of high professional standards of conduct, an enthusiasm which is perhaps not always shared by those coworkers who do not share their specific vision and goals. The greater training and knowledge of the professional librarian naturally brings her into conflict with other employees among her peer group who do not possess these unique talents and qualifications.

The lineup of occupational categories in the supervision category of job satisfaction is an interesting one. Professional librarians (Figure 2B) constitute a grouping whose members are relatively more satisfied with their supervision than the other occupational categories. Could it be that the professional librarians constitute a "favorite" group of employees in Library A? This is not such a far-fetched assumption since the professionals appear to take their work more seriously than other occupational categories. If we assume that library management places a premium upon this type of attitude it may well be that there is a mutual agreement (unwritten) between supervision and professional librarians to promote optimally the overall objectives and goals of the library organization. The (unconscious) recognition of this unwritten agreement between library supervision and the professionals could constitute a sound and permanent bond between these two categories of employees.

The PLA's (Figure 2B) do not lag too far behind the professionals in supervision satisfaction. This suggests also the hypothesis that the PLA's share in the philosophy of work espoused by the supervisory employees

and the professional librarians. Indeed, the close resemblance of the PLA and the professional employee, in many operational details of their jobs, lends added strength to this hypothesis. Clericals lag a predictably far distance (49.91%) behind the others. The state of "low" feelings registered by the administrators (Figure 2B) is a surprising one. This category is composed of the Executive Committee members of Library A (N=7) who constitute the executive arm of the organization and represent the library in all its activities, both internally and externally. Evidently there is degree of dissension present in this group. This cannot be interpreted, by any means, as an undesirable situation. The nature of the management process is such that a certain amount of dissentient opinions and attitudes is inevitable. Concern can properly be expressed only if organizational effectiveness is thereby impaired. This study did not find any evidence suggesting this to be the case.

The category of promotion (Figure 2B) reveals that the PLA's and professionals constitute the majority groups. Clericals and administrators lag far behind. There is a "dead-end philosophy" burdening the clericals and administrators. This is a curious finding inasmuch as the clericals are concerned, especially in view of the fact that there is only one way the clericals can go-up! Perhaps this fact needs to be brought to their attention. As the occupants of the lowest rung on the occupational ladder in Library A, the clericals need to feel (whether entirely true or not) that their promotional opportunities are just as good as anyone else's. The showing in regard to the administrators in Library A is perhaps not too surprising since these individuals have, in fact, reached the top in their profession. Their only opportunities for promotion (as they see it) lie in the world external to the library.

In the total job satisfaction category (Figure 2B) the lineup (in descending order) is as follows: professional, PLA, administrator, and clerical. Again we see clerical at the bottom of the ladder in terms of overall job satisfaction. The professional employee quite properly occupies the top niche in this category. The PLA does not trail too far behind, suggesting the very reasonable hypothesis that somehow the PLA and the professional are "sisters-under-the-skin" in the sense that they share common goals, visions, attitudes, values, and behaviors.

Summary and Conclusion

This brief account of one study in an ongoing organization illustrates, the investigators believe, the multiplicity of insights into the management process which can result from a given cross-sectional study in a single organization. Such insights, of necessity, are tentative in nature. The content of generalizations resulting from such cross-sectional surveys must be examined closely for both consistency and validity. In the ultimate analysis only longitudinal studies conducted in a great many diverse organizations can verify the intuitive conclusions which reasonably appear to be warranted in light of the cross-sectional findings.

What should be emphasized in this study has heretofore been sadly neglected: That job satisfactions are a legitimate concern of management--in their own right! The case for the intrinsic value of job satisfaction studies has never, to the knowledge of these investigators, been forcefully and adequately presented anywhere in the literature. There has heretofore existed a body of sentiment that had as its core essence the assumption that somehow an apology needed to be made to management for making (superfluous) satisfactions surveys. This assumption should be challenged and brought

to brook. The only assumption possible is that job satisfactions are critical to the success of any ongoing organization. Only to the extent that management subscribes to this belief can any real progress be made in understanding the basic nature of the management process.

Figure 1. Items in the 5-Page Job Descriptive Index (JDI)*
(Each of the five scales is presented on a separate page of the booklet)

Work

Y Fascinating
N Routine
Y Satisfying
N Boring
Y Good
Y Creative
Y Respected
N Hot
Y Pleasant
Y Useful
N Tiresome
Y Healthful
Y Challenging
N On your feet
N Frustrating
N Simple
N Endless
Y Gives sense of accomplishment

Supervision

Y Asks my advice
N Hard to please
N Impolite
Y Praises good work
Y Tactful
Y Influential
Y Up-to-date
N Doesn't supervise enough
N Quick-tempered
Y Tells me where I stand
N Annoying
N Stubborn
Y Knows job well
N Bad
Y Intelligent
Y Leaves me on my own
Y Around when needed
N Lazy

People

Y Stimulating
N Boring
N Slow
Y Ambitious
N Stupid
Y Responsible
Y Fast
Y Intelligent
N Easy to make enemies
N Talk too much
Y Smart
N Lazy
N Unpleasant
N No privacy
Y Active
N Narrow interests
Y Loyal
N Hard to meet

Pay

Y Income adequate for normal expenses
Y Satisfactory profit sharing
N Barely live on income
N Bad
Y Income provides luxuries
N Insecure
N Less than I deserve
Y Highly paid
N Underpaid

Promotions

Y Good opportunity for advancement
N Opportunity somewhat limited
Y Promotion on ability
N Dead-end job
Y Good chance for promotion
N Unfair promotion policy
N Infrequent promotions
Y Regular promotions
Y Fairly good chance for promotion

*Copyrighted 1962 by Patricia Cain Smith. For further information about the JDI see Patricia Cain Smith, Lorne M. Kendall, Charles L. Hulin, The Measurement of Satisfaction in Work and Retirement: A Strategy for the Study of Attitudes, Chicago: Rand McNally & Company, 1969. Permission to use the JDI must be obtained from Patricia Cain Smith.

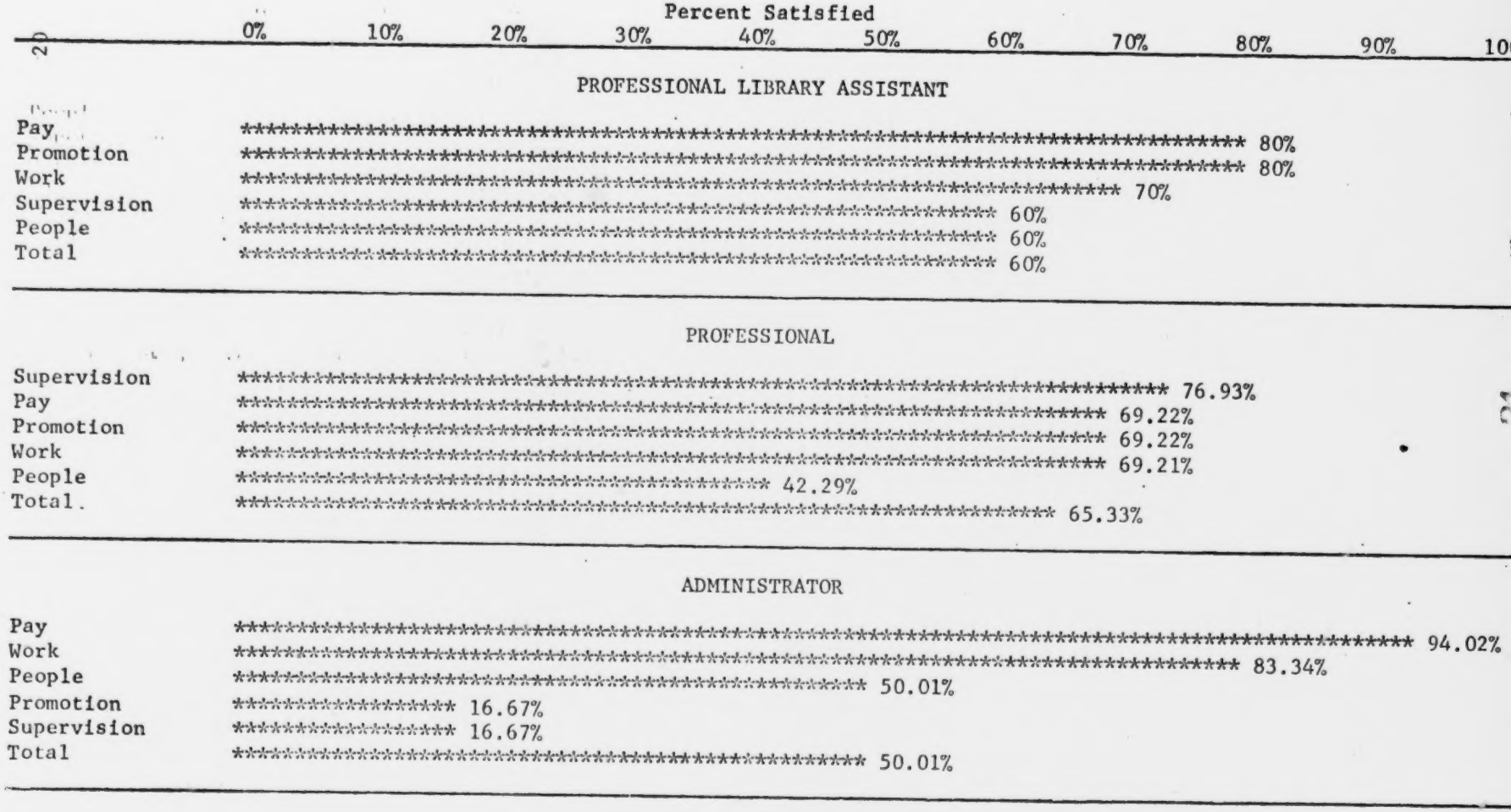

FIGURE 2A. COMPARATIVE ANALYSIS OF JOB SATISFACTION IN SIX JDI (COMPONENT) CATEGORIES OF LIBRARY A, USING OCCUPATIONAL STATUS AS THE STRATIFICATION PRINCIPLE

Note 1--The occupational categories are arranged in descending order of overall job satisfaction levels, i.e., Professional Library Assistant has highest level, while Clerical has least. These relative rank orders were obtained by integrating the areas under the density functions defining job satisfaction levels for the four occupational categories of Library A.

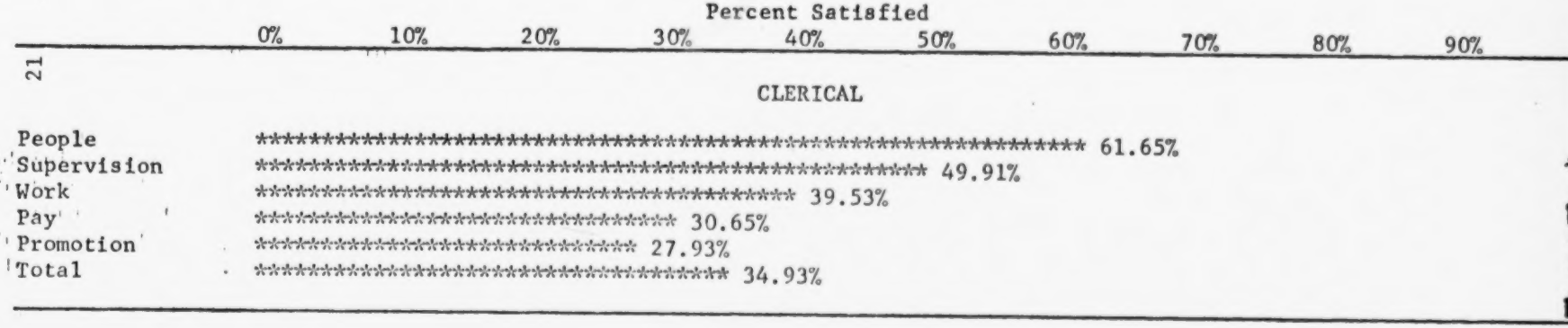

FIGURE 2A. (CONTINUED) COMPARATIVE ANALYSIS OF JOB SATISFACTION IN SIX JDI (COMPONENT) CATEGORIES OF LIBRARY A, USING OCCUPATIONAL STATUS AS THE STRATIFICATION PRINCIPLE

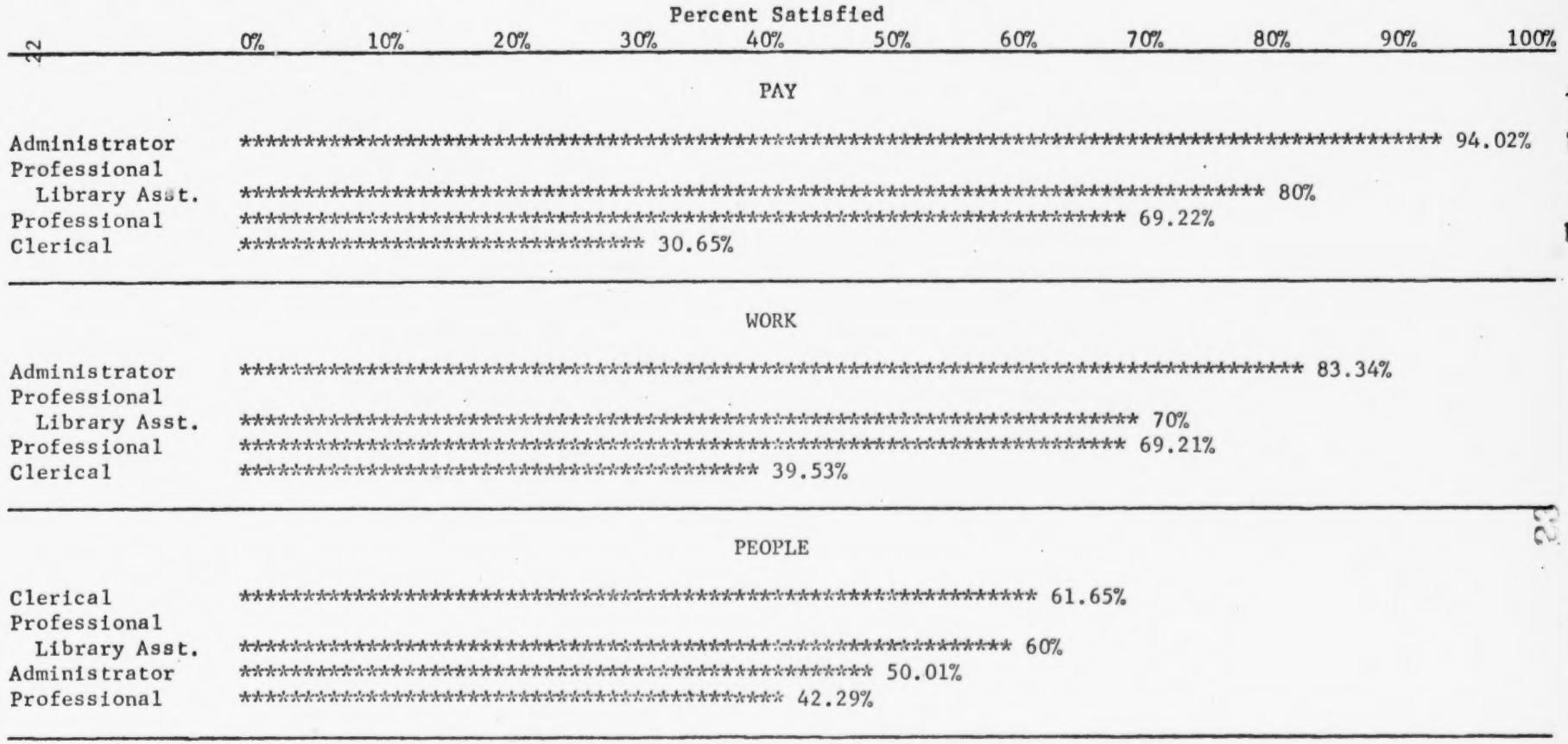

FIGURE 2B'. COMPARATIVE ANALYSIS OF JOB SATISFACTION IN FOUR OCCUPATIONAL CATEGORIES OF LIBRARY A, USING JDI (COMPONENTS) AS STRATIFICATION PRINCIPLE

Note 1--The JDI (Component) categories are arranged in descending order of overall job satisfaction levels, i.e., pay satisfaction is greatest, while promotion satisfaction is least. These relative rank orders were obtained by integrating the areas under the density functions defining job satisfaction levels for the four occupational categories of Library A.

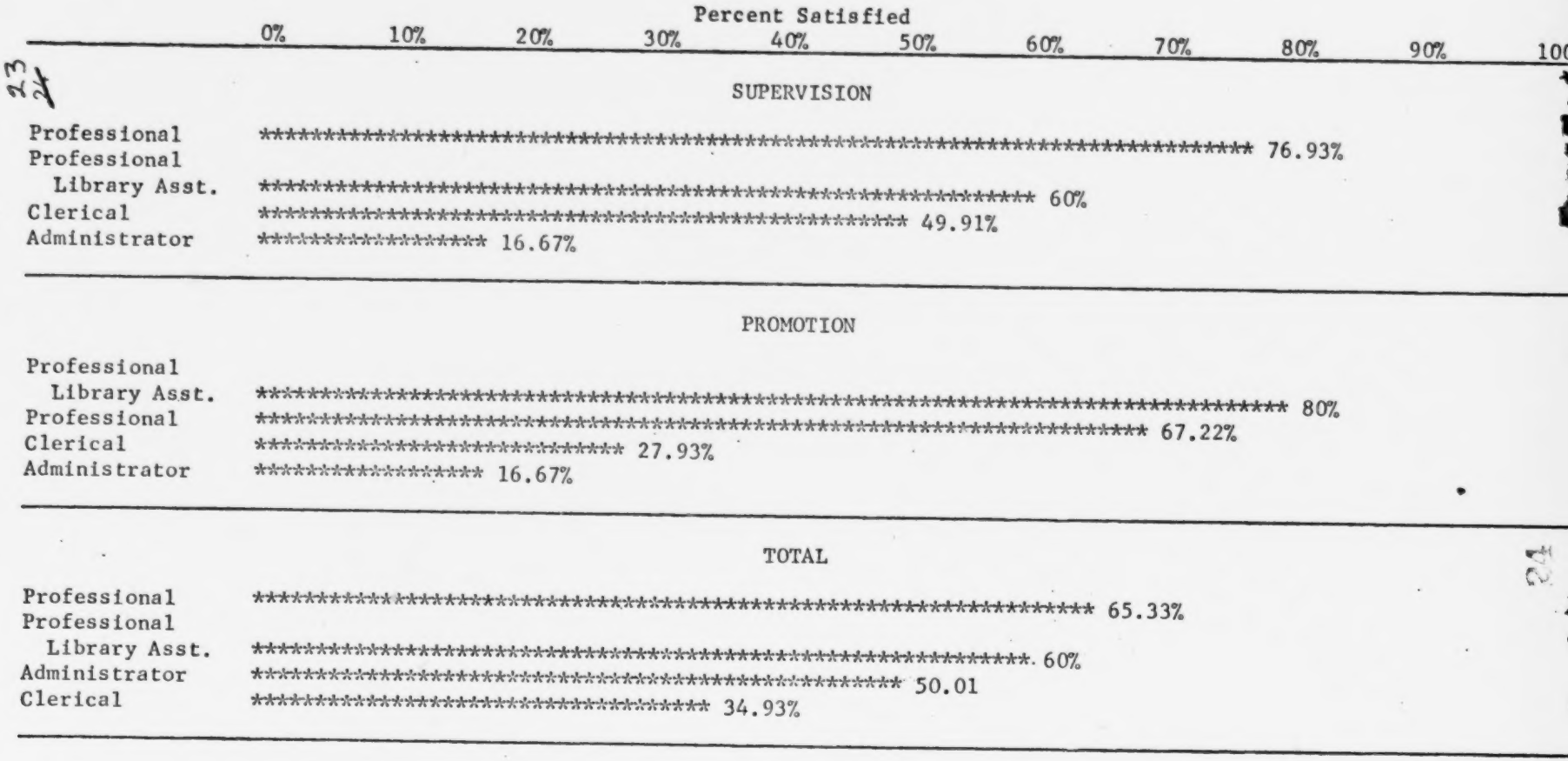

FIGURE 2B. (CONTINUED) COMPARATIVE ANALYSIS OF JOB SATISFACTION IN FOUR OCCUPATIONAL CATEGORIES OF LIBRARY A, USING JDI (COMPONENTS) AS STRATIFICATION PRINCIPLE